

# Commanding Officer Feedback

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Skipper,

Thank you for your participation in the Culture Workshop program. As was explained by **(Your Facilitator)**, the heart of the Culture Workshop program is the confidentiality of its results. The only information we take from a squadron is that information which you, the CO, care to impart to us for the benefit of your fellow commanding officers throughout the Navy and Marine Corps. Toward that end, a Culture Workshop critique sheet is attached which I request you complete and return to me at the earliest opportunity. The Commander of the Naval Safety Center, RADM Mayer, will use this critique to both ensure the continued professionalism and standardization of our Culture Workshop facilitators, as well as to learn personally from you, what hazards you face on a daily basis as a Commanding Officer of a Navy/Marine Corps squadron. I am convinced that through ORM, we will continue to reduce mishaps and heighten the readiness of our forces. Your candid thoughts and ideas in both identifying and assessing the your challenges in leading our Naval forces will enable the Naval Safety Center to enhance our Navy and Marine Corp's war fighting capabilities.

Please forward the completed critique form back to me when it is finished and a copy to CDR Morrison who is cc'd on this email

I look forward to hearing from you soon.

VR, Nubs



# Critique Format

## CULTURE WORKSHOP PARTICIPATING COMMANDER SURVEY

As a follow-up to the Culture Workshop process, your continued feedback/comments are important for us to highlight issues/concerns you have, as a Navy leader. Your candid inputs may be collated with responses from other CW participants and forwarded to Naval Aviation senior leadership. Please provide answers on a numeric scale with ten being the highest regarding your unit participation in this workshop. In addition, please include any comments that would enhance our understanding of your experience of the process.

1. Was the workshop useful in identifying the culture and possible improvement areas?

1      2      3      4      5      6      7      8      9      10

Comments:

2. Will this concept assist the Navy/Marines in improving operational excellence and reducing mishaps?

1      2      3      4      5      6      7      8      9      10

Comments:

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# Critique Format

3. To what extent will you act on ideas and suggestions produced in the process?

1 2 3 4 5 6 7 8 9 10

Comments:

4. To what extent would you recommend this program for other squadrons?

1 2 3 4 5 6 7 8 9 10

Comments:

5. What are the top three “hazards” to “operational excellence and mission accomplishment” that you face as a Navy leader?



# Critique Format

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6. What controls have you implemented to manage the risk associated with your top three identified hazards? How do you supervise and monitor their implementation?
  
  
  
  
  
  
  
  
  
  
7. Please describe how you have or will apply the results of the Culture Workshop to your strategies for command excellence and improvement.



# Critique Question No. 1

***Was the workshop useful in identifying the culture and possible improvement areas?***

- ***Total Score = 9.2***
- ***Last 6 Months = 8.3***

Comments:

- We had to sift through some of the feedback as folks lost perspective as to the purpose of a “safety” culture workshop and tended to simply complain about QOL issues in general.
- I cannot over-stress the value of this type of visit....it is low impact, low stress, low threat, ...all with a high pay off.
- The workshop is a great tool in determining the extent to which executive perceptions and expectations actually match the reality of the climate of their command.



# Critique Question No. 2

***Will this concept assist the Navy/Marines in improving operational excellence and reducing mishaps?***

- ***Total Score = 8.7***
- ***Last 6 Months = 8.1***

Comments:

- It will help reduce mishaps in that folks are getting involved in the process and taking initiative to become part of the solution.
- The value is inherent, but the real measure of effectiveness only comes after action taken, if any, by the respective commander.
- Not sure it directly reduces mishaps but it certainly **highlights significant data points for areas of emphasis for shaping mid and long term cultural shifts** in an attempt to reduce the causal factors associated with mishaps.



# Critique Question No. 3

***To what extent will you act on ideas and suggestions produced in the process?***

- ***Total Score = 9.3***
- ***Last 6 Months = 8.7***

Comments:

- Our approach....lets pick 3 things that we know require continued action, and do just that, take action for the better, and that is just what we did.
- The actions are not limited to the squadron. We are also providing feedback to the Wing on some of the issues, in hopes of rectifying some external communications issues as well.
- I cannot afford NOT to act on **the ideas and suggestions that were brought up in the workshop.** Cultural changes will never take place over night; however, steps towards changing perceptions and ultimately the culture have been taken and will continue to

mature

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# Critique Question No. 4

***To what extent would you recommend this program for other squadrons?***

- ***Total Score = 9.7***
- ***Last 6 Months = 9.7***

Comments:

- I already have
- Highly recommended. Before heading off on a course of change it is important to have a realistic understanding of the current climate within the command.
- Highly recommended. It can bring out some good points of discussion and some that are “red herrings” but either way **it's good to have the conversation going**





# Critique Question No. 5

## Last Stan Conference

- ***What are the top three “hazards” to “operational excellence and mission accomplishment” that you face as a Navy leader?***
- Communications Up and Down the Chain of Command (14)
- PMV and Off Duty Recreational Accidents (9)
- High OPTEMPO (8)
- Complacency (8)
- Personal Misconduct (drugs/alcohol) (7)
- Personnel Shortages at the CPO/Supervisor Level (6)
- Pilot Proficiency (6)
- Maintenance Not by the Book, Cutting Corners (5)
- Pressure to Get the Mission Done (4)

(X) = Number of Recurrences in all the Critiques



# Critique Question No. 5

## Last 6 Months

- ***What are the top three “hazards” to “operational excellence and mission accomplishment” that you face as a Navy leader?***
- High OPTEMPO (10) +3
- Resource Shortfalls (8) New
- Complacency (4)
- Personal Misconduct (drugs/alcohol) (4)
- PMV and Off Duty Recreational Accidents (3)
- Training (3)
- Aging Aircraft (3)
- Individual Augments (personnel shortages, morale) (2) New
- Communications Up and Down the Chain of Command (2)
- Personnel Shortages at the CPO/Supervisor Level (2)

(X) = Number of Recurrences in all the Critiques



# Critique Question No. 6

- ***Please describe how you have or will apply the results of the Culture Workshop to your strategies for command excellence and improvement.***
- Aggressive training and “buddy system” arrangements have helped to mitigate this issue but continues to plague both us and the Navy/USMC team.
- Manning document re-write to include ROC/POE and SQMD, NAVRIIP for support and supply. Work in progress.
- **Mentorship and JO integration process in work.** More AOM’s and Quarters being instituted.
- **Briefing of the “Blue Threat” on each sortie** in the squadron is mandatory to include mitigators for each identified hazard.
- An Operations / Maintenance Strategy that maximizes training efficiency and avoids wasting assets and time in training.
- **Our top tool for managing these hazards is consistent and open operational risk management.** All crews complete an ORM worksheet prior to flight that encompasses identified hazards associated with a particular mission.



# Critique Question No. 7

- **Please describe how you have or will apply the results of the Culture Workshop to your strategies for command excellence and improvement.**
- We are continuing to focus on operational excellence through improved formal communications and ensuring that the safety message sent is truly received down to the deck plates and each individual Sailor.
- Assessing command focus and emphasis toward a common goal, whether short term (this week) or long term (next deployment)...and giving feedback to the particular decision-makers in a timely manner
- Training planning and implementation or being overhauled to gain better maintenance qualifications and to better reconcile all the various training requirements outside normal work channels.

